

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2015/2016

BKP2014 – MANAGING KNOWLEDGE PERSONNEL

(All sections / Group)

15 OCTOBER 2015

9:00 a.m. – 11:00 a.m.

(2 Hours)

INSTRUCTIONS TO STUDENT

1. This Question paper consists of 4 pages with 2 Sections only.
Section A: 1 Case Study
Section B: 4 Essays
2. Attempt ALL questions in Section A and THREE out of FOUR questions in Section B. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

SECTION A: CASE STUDY (25 MARKS)

Instruction: Please answer ALL questions.

HONDA – The Power of Dreams

Honda is a Japanese multinational corporation primarily known as a manufacturer of automobiles and motorcycles. Honda was founded on 24th September 1948 by Soichiro Honda and Takeo Fujisawa. Honda's current global strategy is to put cost-effective plants in areas that best meet the needs of local customers. Their mission is to maintain a global viewpoint and dedicate to supplying products of the highest quality yet at a reasonable price for worldwide customer satisfaction.

At Honda, everyone is encouraged to express and realise their dreams for the collective vision of creating a better and brighter future for their next generation. Their goal strongly to reduce total hydrocarbon emissions by developing 'green' vehicles. By producing such cars Honda is able to prove that it is a thoughtful organization. As part of speech by Honda's president, '*Accelerate our effort to strengthen the core characteristics that make Honda unique to accomplish further growth*' is their aim to embrace the future, no matter how big or small they are.

Ironically, they push themselves further to deliver the best in quality, value and customer satisfaction. The awards they have garnered over the years are testament to their dedication towards their customers. Hence, their strength are providing their customers with countless innovations, strong brand equity and great market share leadership. With this strategies, however, they have to facing with high cost structure every year and depend on profits coming in internationally rather than domestic profits. Economy slowdown, lower imports and changes in government policies, politics and taxes are threats for their company to survive and flourish in future.

Besides, Honda develops many plan for better improvement, for instance Honda recently revealed the '2010 Hybrid Insight Honda' and it plans to sell ½ million hybrid vehicles by 2012. Honda was implementing this plan by advertising and marketing all over the globe to increase sales of the new car. In 2012, Honda will evaluate its results by comparing the desired state with the current situation. Honda's annual performance cycle helps them to formulate implement strategies and evaluate results.

Honda Company employs almost 200,000 workers. Soichiro Honda had the clear aim and created a trustworthy atmosphere in the company. He was involves its staffs in different types of planning and develops many plans, and then carries out extensive brainstorming sessions where they first set objectives and discuss ways to achieve those objectives. Honda uses the 'soft' approach where workers are put in complete control of machines. Human control is necessary where humans monitor what machine do. However, Honda is keeping up with technology like creating 'green' cars, and want to maintain profits but its main focus is to provide excellent customer services.

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Source: Balani, Raveena, (2013). Honda Management and Organization. *Honda, Principles of Management and Organizational Structure*. Retrieved from <http://www.slideshare.net/raveenabalani/honda-management-and-organization>

QUESTION 1

- (a) Based on the case study, identify and briefly elaborate the steps involved in strategic management process in the Honda Company.

(20 marks)

- (b) "Soichiro Honda had created a trustworthy atmosphere in the company where involves its staffs in different types of planning and develops many plans, and then carries out extensive brainstorming sessions where they first set objectives and discuss ways to achieve those objectives." Why do you think that he involved his staffs in those planning and goals setting?

(5 marks)

(TOTAL: 25 marks)

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SECTION B: ESSAYS (75 MARKS)

*Instruction: Please answer **THREE** out of **FOUR** questions.*

QUESTION 2

- (a) Differentiate between job description and job specification. List out the example of job description and job specification for Assistant Librarian at Siti Hasmah Digital Library, Multimedia University.

(10 marks)

- (b) Describe the cognitive ability test and discuss the **THREE (3)** commonly assessed abilities.

(15 marks)

(TOTAL: 25 marks)

QUESTION 3

- (a) Proton Holdings Berhad is Malaysian automobile manufacturer that operates additional manufacturing plant in Tanjung Malim, Perak. Assume that you are working as a Manager of Human Resource (HR) Department at the company, identify and explain in detail the **THREE (3)** main responsibilities of your department. What is your responsibilities as a HR profession and discuss any **THREE (3)** competencies for the HR profession.

(15 marks)

- (b) Discuss about group incentive and team award under gainsharing plan. What disadvantages might result from this plan?

(10 marks)

(TOTAL: 25 marks)

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QUESTION 4

- (a) Measuring and managing performance is a challenging enterprise and one of the keys to gaining competitive advantages. Discuss the **SIX (6)** processes in managing the performance.

(12 marks)

- (b) Describe about expatriate. Identify the **THREE (3)** different types of expatriate and **FOUR (4)** components of total pay packages in expatriate compensation.

(13 marks)

(TOTAL: 25 marks)

QUESTION 5

- (a) Job-based pay structure can create several problems. Explain the **FIVE (5)** problems.

(15 marks)

- (b) Define recruitment and discuss any **FOUR (4)** different sources from which recruits can be drawn.

(10 marks)

(TOTAL: 25 marks)

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